

HANDBOOK FOR DEVELOPING WOMEN'S COMMISSIONS

Written by

MASSACHUSETTS COMMISSION
ON THE STATUS OF WOMEN

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by

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and

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PREFACE

President John F. Kennedy established and appointed the first President's Commission on the Status of Women in 1961. Eleanor Roosevelt was appointed as the first Commission chair. In 1963, the U.S. Department of Labor's Women's Bureau recommended that each governor form similar commissions.

There are now over 200 state, county and local women's commissions located across the country. The National Association of Commissions for Women serves as the organization connecting these Commissions for Women throughout the United States. In addition, the NACW serves as a national advocate for women and plays a role in national policy development for women.

The Massachusetts Commission on the Status of Women is an independent state agency that was legislatively created in 1998. Its mission is to advance women in Massachusetts to full equality in all areas of life and to promote their rights and opportunities. The MCSW provides a permanent, effective voice for the women of Massachusetts. The Commission is composed of 19 diverse members who are appointed by the Governor, Senate President, Speaker of the House of Representatives and the Caucus of Women Legislators. Commissioners serve in a voluntary capacity and the work of the Commission is facilitated by a staff of four, assisted by year-round interns.

This manual was developed to serve as a resource for those wishing to create a Commission for Women. It is also dedicated to increasing the professionalism and effectiveness of already established Commissions for Women.

The Handbook for Developing Women's Commissions is designed to be reproduced and used in your development process. Narrative has been kept to a minimum for ease and accessibility. At the end of each section, resources have been included for your reference. The handbook also includes forms, worksheets and checklists to use at your disposal.

Best of luck! Should you need additional information or have questions, please feel free to contact us at mcsw@state.ma.us or 617-626-6520.

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Finally, we applaud and thank the courageous individuals who have taken upon themselves the mission of beginning a Commission on Women, as well as those who are working with a Commission on Women currently. Your efforts continue to positively affect the status of women throughout the United States.

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SECTION 1: BEGINNING A NEW COMMISSION

Getting Started

The evaluation of community need is essential to starting any commission for women. It begins with the interest of a few individuals to engage what they see lacking within their own community and a commitment to representing the concerns of all women in their region. That interest is then broadened to include a larger segment through the convening of a general meeting that will bring together a diverse range of individuals from all spectrums of society in which key areas of focus are identified. This will help to establish a clarity of purpose and set the goals for the commission. While in the beginning stages of development, engage the questions of why a commission needs to exist, how will it be different from what currently exists, and what are the selling points? Answering these questions will help to articulate a clear purpose and gain widespread support. After firmly establishing the why, the how can then be addressed. The following sections will discuss the logistics of beginning a new commission.

Chapter 1: Legislative Establishment

Commission Models

The organizational structure of Commissions on Women varies. There are two basic models of organization, with a number of variations on each.

1. Commission is established by Executive Order, Legislative Order or through statute. Commission members are the accountable decision makers with staff (if any) reporting to the commission.
2. Executive Director is hired by, and is accountable to, the Executive or Legislative Branch of government. The director has final decision making authority within the commission. Commissioners may also exercise authority or may act as advisory to the director.

Enabling Mandate

Parties interested in establishing a commission through formal legislation will need to work with elected officials to advocate for the passage of an Executive Order, Legislative Order or statute. It is extremely beneficial to the long term viability to establish your commission at the outset, “permanent legislatively enacted body, preferably with funding attach for staffing, operations, etc.

See Appendix A for a copy of the MCSW Enabling Legislation (state).

See Appendix B for a copy of the Berkshire County Enabling Legislation (county).

See Appendix C for a copy of the Boston Commission on Women Executive Order (city).

Commission Structure

Commissions established by formal legislation vary in their structure and appointing authority/authorities. Commissions may function within the jurisdiction of a city, county or state government.

Funding

It is extremely beneficial for commissions to secure funding under their Executive or Legislative Order or statute, although others rely on fundraising. Commissions able to secure funding are better equipped to implement projects and programs without obtaining alternative sources of funding, and they are able to support commission goals with hired staff.

Garnering Support

Actively seek to gain support of local politicians through personal contact. Provide them with a clear and concise mission statement and goals to show the direction the commission is headed. Demonstrate that the Commission would be fulfilling a need in the community and emphasize the benefits that the creation of a commission would provide. Above all, keep them informed of the commission’s activities.

Appointing Authority

Appointing authority may be the responsibility of one elected official, such as the mayor or governor, or may be divided among multiple individuals or groups. Other appointing authorities may include Senate or House majority leaders, city councilors or women’s legislative caucuses. Many of these

authorities will require you to maintain regular contact and conduct briefings so that they are constantly informed of the commission's activities.

Commission Composition

Enabling legislation should enumerate the specific number of members in the commission. Once this legislation is passed, commissioner applications should be solicited by the appointing authorities. The applicants should then be interviewed, selected, appointed to the commission and officially sworn in. Careful orientation, selection of officers and training commission members is the way to develop an effective commission. Leadership skills, team building, on-going education, communication and sensitive treatment of members and issues go far toward maintaining an effective commission. Members in turn will give back to the commission their commitment, as well as their public relations, advocacy, and fundraising skills. *See Appendix D for a sample Commissioner Application Packet.*

Expanded efforts in orientation and training may be necessary. Commissions that do have a role in selecting new members have several important steps to follow:

- Throughout the year, develop a good pool of potential members. One way is to provide volunteer experience for non-commission members. You may also find potential members through current members, suggestions of staff, surveys, letters to women's organizations and agencies inviting nominations, members of local, regional or state women's organizations or commissions, members of study committees involved in related areas, professionals involved in issues related to the commissions work, active volunteers, etc.
- Assess your current commission compositions as to age, sex, race, interests, and knowledge. Also assess your current commission compositions in regard to talents and professional skills, e.g. budgeting and finance, education, social services, health care, legal rights, media, politics, program planning, fundraising, etc. Do any areas need to be balanced? Does the commission need to emphasize any areas?
- Before submitting names to appointing authorities, orient potential members of expectations. Spell out what is expected of members – time, skills, knowledge and commitment.

It is important to provide your new members with a new commissioner manual. A three-ring binder will allow new materials to be easily added. The manual may be used at an orientation meeting or in a one-to-one session. You will also want to orient your new commissioners, as it will help them to get started as a team member. *See appendix E for a sample New Member Orientation agenda.*

Also, keep a file of information on each commissioner, which includes their name, address, e-mail, telephone numbers, education, memberships, civic involvement, volunteer experience, professional experience, hobbies, special interests and special skills. If the individual has prepared a Curriculum Vita, this will usually provide the pertinent information.

For many commissions, membership policies are contained in their statute or Executive Order. If not, written membership policies will contribute to the vitality of the organization and prevent needless conflict. Policies should include:

- Terms of Service – length, reappointment, staggered appointments
- Rotation of Commissioners – assignment of new members to committees, rotation of committee assignments, committee chair selections, executive committee

- Evaluation of Commissioners – attendance, committee and project involvement, reappointment, self-evaluation, committee evaluation

Plan ways to continually upgrade members' knowledge and skills. This increases their commitment to the commission and helps them become more efficient members. Plan carefully the type and method of training that best suits their needs. Periodically survey members on their training needs.

Bylaws

Once a commission has been formed and commissioners are selected and sworn in, bylaws of the commission will need to be created. Bylaws are codes and regulations adopted by the commission which include the governing principles and rules regarding the nature of the organization.

See Appendix F for a copy of the MCSW Bylaws.

Also see the NACW website (www.nacw.org) for further reference.

Operating and Staff

If your commission is supported by permanent funding, an operating budget should be created. An executive director can then be chosen and permanent staff hired. Other immediate expenses include office space and supplies. Interns and volunteers also serve as valuable resources.

Officers

After bylaws are determined and staff (if any) are hired, commission officers are elected and the mission and purpose of the commission are determined. Establish the length of the term to be served while in office. Officers typically include Chair, Vice-Chair, Treasurer and Secretary. Once officers are chosen, the next step is to develop the focus and goals of the commission.

The quality and spirit of your commission depend to a large measure on the abilities, commitment and attitudes of your officers. Important qualifications for officers include:

- Identification with the values and purpose of the commission, a commitment to achieve the purpose of the organization, and a team/participatory philosophy.
- Willingness to take responsibility and exercise authority.
- Ability to organize efforts of others and delegate responsibilities.
- Desire to update knowledge and skillfulness at short and long range planning.
- Effective communication skills (oral and written).

Make it clear what the expectations are of all the officers (e.g. how many meetings they must attend, how much and to what extent should they be involved with the committees, etc.) and what the consequences are that will lead to a dismissal. Set up a standard procedure for removing and replacing an officer.

Committees

Committees are a vital part of an effective commission. Members bring their specific expertise to committees, and much of the work of the commission is ideally achieved here. Once committees are formed, committee chairs should be elected by the committee membership. Meeting schedules can be established and specific planning can take place. Some committees which may be useful include: Finance, Legislative, Outreach, Advocacy and Special Events and Projects.

Importance of Committees:

- Ideally do the bulk of the work of the commission and provide a training ground for future leaders of the organization.
- Increase the involvement of commission members by enhancing the opportunities for members to participate in the organization.
- Provide a means for communication and information to flow from the community, clients and staff, through the committees to the commission.
- Give members the chance to freely and fully discuss issues in an informal setting, and serve as problem-solving and decision making groups because of their small size and informality.

Chapter 2: Organization & Operations

Meetings

Meetings can be effective and productive if planned and implemented properly. When planning a meeting, remember:

- The program of your commission should consist of action, not simply meetings. Sometimes meetings are combined with action, as in the case of candidates' nights, meetings with governmental officials and mass attendance at legislative hearings.
- Contact members a few days before the meeting to remind each of the date, time and place. Tell them why the meeting is important in terms of the issue the group is working on, and mention the main decision(s) which will have to be made at the meeting.
- Delegate meeting tasks beforehand. This includes everything from making reports to making coffee. This helps to guarantee the attendance of the individuals with assignments and makes members feel directly involved in the planning process.
- Have an agenda, and begin the meeting on time. Include a suggested time limit for each item on the agenda.
- Have a chairperson lead the meeting. More than just a moderator, the chair has the responsibility of moving the meeting ahead and encouraging participation.
- Have some minimal rules (e.g. Robert's Rules of Order) for the conduct of regular business meetings. They help new members understand the most effective way to participate and should be distributed to all.
- Choose one person to take minutes, or elect a commission secretary to take minutes. Copy the minutes within two to three days after the meeting and have the chair of the committee review the draft of the minutes before distribution to all members. Keep these minutes on file.

Establishing an Agenda

Creating a clear and informative agenda is an important step towards holding a productive and effective meeting. Agendas should be distributed to members ideally a week prior to the meeting and posted in a public location. By providing a clear and focused outline of the meeting plan, members will be better prepared for the upcoming discussions and decisions. Agendas inform members of the topics to be discussed, who will cover them and how much time will be allotted for each. Agendas can also be used as a checklist to ensure that all important business is covered at the meeting.

The date, time and location of the meeting should be included in the agenda, as well as the date, time and location of the next meeting. The Chair of the meeting should call the meeting to order, as well as adjourn the meeting when all business has been covered. Agenda items may include: sign-in and approval of previous meeting's minutes, Chair's report, Executive Director's report, committee reports, old business and new business. *See Appendix G for a sample Commission Agenda.*

Conducting the Meeting

- Introduce and welcome guests and new members.
- Review the purpose of the meeting. Remind the members what has happened since the last meeting and what decisions have to be considered at the current meeting. This short unifying keynote can be made by the chair or other officer.
- At the end of the meeting, the chair summarizes the major points and reviews the assignments which have been made. Also review or set the date of the next meeting.
- After the meeting, the officers and staff should follow up on all assignments prior to the next meeting, and call members who missed the meeting and fill them in and/or mail materials distributed at the meeting.

Commission and Staff as Partners

Most commissions form a unique partnership with both commissioners and staff carrying out programs. While, in some cases, commissioners are the major decision-makers, staff members play a significant role in assisting the commissioners in their policy determination.

Because we are role models for women working together, it is important that commissioners and staff find ways of successfully relating. If there is a good relationship between the chair and executive director, chances are this attitude will be shared with the rest of the members and staff.

See Appendix G for a sample Commission Assessment form.

See Appendix H for a sample Commission Evaluation form.

For further information see:

The National Association of Commissions for Women at www.nacw.org

The Massachusetts Commission on the Status of Women at www.mass.gov/women

Robert's Rules of Order at www.robertsrules.com

Holding effective meetings at www.effectivemeetings.com

Help with office management at www.managementhelp.org

SECTION 2: ACTIVITY & ADVOCACY

Chapter 1: Issue Identification and Advocacy

Women's commissions by their very nature may be seen as political bodies – yet most often of governmental agencies it is incumbent on commission to be non-partisan and not use publicly provided resources in any way that could be misconstrued as partisan.

Purpose of Political Advocacy

There are many reasons for political organization and advocacy. Primarily, political organization raises awareness and helps garner support for issues that are important to the commission and/or commission constituents. Organizing around an issue brings together like-minded individuals who are committed to positive political action and advocacy and raises visibility in the media and among lawmakers.

Some tips for beginning a political advocacy campaign include:

- Define your goal and be sure it is focused, manageable and measurable.
- Identify like-minded individuals and organizations and build coalitions.
- Research background information on the issue.
- Create an action plan with clear steps and short-term and long-term goals.
- Evaluate your process and improve upon it for the next campaign.

Identifying Issues

Issues conferences and women's forums can bring together interested and action-oriented individuals to discuss issues and take part in preliminary action planning. An ad hoc planning group can set a date, secure a meeting place, plan an agenda and inform individuals and organizations that might be interested in participating. The date of the conference should allow enough time before a legislative session, an election, a city council meeting, etc. to plan for effective lobbying efforts.

Public Hearings

Public hearings are another way to identify issues. These meetings are open to the public and give individuals the opportunity to share their concerns with the commission. Public hearings may be focused on one particular issue or may have a broader focus. *See Appendix J for a sample Public Hearing Planning Guide.*

Friends and Advocates of the Commission

Creating a network of friends and advocates increases your commission's ability to organize and take action. Creating a directory of women's organizations helps build a working group of friends and advocates of the commission. This directory would likely include current and former members of the commission.

Organization of the Political System

It is important to know which individuals you should focus your advocacy efforts on. This might range from individual city and community leaders to state and federal legislators. If you are advocating for or against a piece of legislation, it is important to know the schedule of the legislative session, the bill sponsors, committee members, etc. as well as find constituents to lobby legislators.

Chapter 2: Planning and Action

Legislators and Candidates

It is helpful to familiarize yourself with the lawmakers in the city or community of your commission. One of the best ways to learn about a candidate for public office is a candidate night or candidate forum. Questions regarding issues important to the commission can be planned ahead and given to the candidates in advance so that they can research the issue and their answers.

Advocacy Efforts

Choose one or a few individuals to serve as advocacy specialists, contacting decision-makers often and reporting back to the commission. Because successful political advocacy depends on an ability to assess information and make on-the-spot decisions, it is important that your advocacy specialists know the issues extremely well.

Advocacy Schools

A training session for individuals interested in political advocacy can be very informative. A day-long training session may include: how the system works, strategies and techniques for influencing elected officials, the responsibilities of being an advocacy specialist and a detailed explanation of the legislative program of the organization. Individuals also receive detailed information on the issues they will be advocating for/against, as well as information on their local legislators. *See Appendix K for a sample Advocacy School Guide and Agenda*

Legislative Caucus

One way to strengthen your advocacy efforts is to build a legislative caucus – a coalition of women's groups who are interested in taking action on similar issues. You may choose to invite individuals and organizations to join the coalition, or they may be identified at an issues or women's conference.

Task Forces

Once issues are identified, the next step is to decide what can and should be done about them. Those interested in a particular issue can form a task force. This task force researches the issue further and brainstorms or identifies what can be done to solve the problem, and works together to process a preliminary plan of action. The task force will need to answer a few questions before beginning:

- Is the issue actionable? If so, what kind of action can be taken and who should be contacted (legislators, media, etc.)?
- Can the problem the issue poses be solved? Is the issue manageable, or would it be better to deal with a smaller portion of the overall issue?
- When can action be taken? Today, this month, this year, etc.? Will it be too large or complex for the task force to handle?
- Is it broad-based? Will enough people benefit from the effort? Will there be enough support from the group?

Priority Setting

Once each task force has made their issue recommendations, a list of possible actions emerges. This list will need to be prioritized by the group (the full commission or legislative caucus) for action.

Legislative and Action Alerts

Most commissions are involved with legislative action. It is important to provide on-going, up-to-date news to members and individuals participating in the commission's political advocacy campaign, particularly when the legislature is in session. You may choose to provide your own commission legislative alert, or sign-up for a legislative alert network that addresses issues in your community. An action alert network is another way to keep members informed and gain support quickly. A telephone or email action alert network can be set-up to inform individuals when action is needed on an issue.

Legislative Forums

When the legislature is in session and task forces have chosen an issue to address, a legislative forum may be held to inform individuals and plan action. Invite a legislator to join, particularly someone who has been involved with the issue to be discussed. The forum may include an in-depth discussion of the issue and time for questions and answers.

Utilizing Constituents

Elected officials listen most to their constituents. In order to get the most from your lobbying efforts, recruit an individual in each district to be the "at home" contact person for his/her own elected official. This contact person can be a member of the commission or a friend of the commission.

Evaluation

Once research, planning and action have taken place, it is important to evaluate how well your action plan worked. Evaluation should be on-going, and each issue and accompanying action plan should be evaluated separately.

For more information see:

The United States Government web portal: www.firstgov.gov

National Women's Political Caucus: www.nwpc.org

Legislative information from the Library of Congress: <http://thomas.loc.gov>

SECTION 3: FUNDING STRATEGIES

Chapter 1: Establishing a Non-Profit Arm

Commission Funding

Whether your commission receives an annual appropriation or not, there will be times when your commission may wish to augment these funds with alternative sources of revenue. You will need to become familiar with and follow the financial guidelines and procedures that are appropriate to your organizational structure and will likely need to obtain non-profit status. Funding options include grant writing, individual and corporate funding, and special fundraising events.

Forming a Non-Profit

There are various options for commission fundraising, and the key to success is careful planning, conviction of your purpose, and a sound campaign strategy.

Benefits:

- Generally, a government funded agency/commission is not eligible for foundation or corporate funding. However, a non-profit agency is eligible and can be designed to assist the commission.
- Many city or state budgets do not have mechanisms for reimbursements or additional line items for new monies (i.e. grants or donations), and an established and/or frozen budget can hamper the growth of the commission.

Procedures of Establishment

- Establish your purpose, goals, and a plan to accomplish those goals. For example: Your purpose may be to serve as the fundraising arm for your commission, with a goal to raise \$50,000 over the next twelve months, and a plan to hold three events to accomplish that end.
- Apply to your Secretary of State for a non-profit corporation status. You will receive a letter of confirmation and a personal non-profit status number. This letter will be important to keep as you will refer to that number often.
- Coordinate a group of interested persons who would like to support the commission but are not members. You must have at least six persons because you need to identify three officers and three director trustees when you apply for non-profit status.
- Apply to the Internal Revenue Service for non-profit tax-exempt status [501(c) (3) or (4)]. You will need this status to receive money from many funding sources. This process can take several months.
- Maintain bookkeeping records and correspondence each year so an accurate accounting can always be made of your sources.

Chapter 2: Funding Sources

Obtaining Funding

It is important to identify the purpose for your fundraising source or event and the area of your commission which the funding will be assigned to. This may help you identify which funding approach will be most appropriate for your purposes.

Preliminaries in Fundraising

- Clearly state in your proposal your commission purpose and goals, and identify the direct need which your fundraising will benefit.
- Cooperate with other agencies and broaden your concept of development. Brainstorm and be creative in your search for funding sources.
- Gather information about the person or persons with whom you are meeting and come prepared with talking points for an effective discussion.
- Conduct yourself in a formal manner. Address the individual formally and dress in business attire.
- Be honest and sincere, but also politely aggressive.

Direct Mail Information

Effective specialized knowledge is required to run a successful mail campaign and should begin with appropriate advertising skills. Initially, direct mail will cost you more than you will receive in cash return, but donor lists are often worth more in time than the initial contribution that you receive. By focusing your fundraising campaign on specific areas of interest, the likelihood of receiving positive feedback and potential funding sources will rise significantly.

Types of address lists that are often available at cost include resident lists, business lists, specialized lists, lists of prominent business leaders, and political party member lists.

Corporate Funding

Many corporations provide support to nonprofit organizations through private foundations, direct giving programs, or both. This support can be in the form of cash grants or in-kind gifts.

Company-sponsored foundations are separate legal entities that are closely tied to the corporation, whereas direct-giving programs are not separate from the corporation itself. Direct-giving programs enable the corporation to deduct up to ten percent of its pre-tax income.

Private Grants and Federal and State Grants

A private grant is an award given to an organization in response to a proposal submitted to a private foundation, association, corporation or corporate foundation, or private trust. In the case of private grants, the grantor can specify conditions, requirements and areas of interest for the use of the award. Federal and state grants are awards provided by the federal or respective state governments that are given to an organization in the form of cash grants, payments for in-kind services, direct loans or loan guarantee subsidies, or shared revenues. Like private grants, federal and state grantors can specify conditions, requirements and areas of interest for the use of the award.

In-Kind Donations

In-kind donations are non-monetary donations which may be in the form of tangible items such as office supplies or furniture, or may be in the form of services such as no-cost printing and photocopying.

Special Fundraising Events

Fundraising events may be focused on generating funds immediately, and/or networking and seeking out potential future funding sources. It is important to provide your event guests with a clear idea of the need they will be filling by donating to your organization in order to motivate them to donate both now and in the future.

Planned Giving Information

A planned gift is one which is legally provided during the donor's lifetime, but whose principal benefits do not accrue to the nonprofit organization institution until some future time; usually at the death of the donor and/or his/her income beneficiaries. Planned giving is a good fundraising source for organizations because it is the best source of funding for long-range planning. Planned giving allows for predicted funds for the future years for your organization.

Planned giving has multiple advantages to the donor as well. The donor is able to assist the institution financially in the future although they may be unable to during their lifetime, and it will reduce probate cost. Planned giving may also increase the donor's spendable income during their lifetime.

Types of planned gifts include charitable gift annuity, gift of life insurance, deferred gift annuity, revocable trust, short-term trust, pooled income fund, and the gift of a personal residence or farm.

For more information see:

Associated Grant Makers at www.agmconnect.org

The Foundation Center at www.foundationcenter.org

SECTION 4: SPECIAL EVENTS

Chapter 1: Types of Events

Defining Your Goals and Purpose

It is important to decide what end you wish to accomplish when choosing what type of event to hold. There are a number of possibilities when planning an event, each with a different goal and purpose. You may wish to raise funds, honor individuals in the community, raise awareness about a women's holiday or an important piece of legislation, or hold an informational conference or symposium. The following is a brief description of each.

Fundraising Event

A fundraising event can be very beneficial to your commission. Successful fundraising events are often centered on one particular theme, such as an afternoon luncheon or an evening gala. Auctions can also serve as a successful fundraising method. If you choose to hold an auction, contact companies and individuals well in advance to request donations of items for your auction.

Celebration Event

Ceremonies honoring or celebrating individuals or groups in the community are also important events. You may choose to pair this event with a fundraiser, as celebration events can often raise attendance and help promote fundraisers. Some ideas for celebrations include honoring successful women or girls in the community, celebrating a new initiative your commission is taking on, or celebrating a special day such as Women's Equality Day or International Women's Day.

Awareness Event

An event may be held to raise awareness about issues women face, such as the wage gap between men and women. You may wish to hold this even in conjunction with Equal Pay Day.

Conference/Symposium

Conferences and symposia serve as informational meetings where individuals from various communities and organizations come together to focus on a specific topic such as pay equity, or on various topics that concern women. Conferences are often much larger events, requiring more detailed planning and generally including a higher rate of attendance.

Networking Event

Networking events focus on bringing women together to build coalitions and coordinate efforts. These events can be smaller, such as a roundtable discussion, or larger like a conference. Invite prominent women from your community and set an agenda and focus for the meeting.

Advocacy Event

Some events may be focused on advocacy efforts. This may be in support of or against a bill or initiative in the legislature. This event may include a rally, advocacy day, public hearing or action planning meeting.

Public Relations Event

Public relations events increase the visibility of your commission and/or topics and issues important to your commission. This may include an information table at a local fair or holding a press conference to inform the public about issues concerning women, or new services your commission offers.

Chapter 2: Event Planning

Event Budgeting

When you begin planning your event, it is important to create a budget so that you have a firm idea of how much you are able to spend on each aspect of the event. You may be able to defer some of the costs of your event through in-kind donations.

Catering and Venue

If your event is a banquet or luncheon, you may choose to contact a catering company to provide snacks or meals for your event. Securing a venue is an important step in planning an event. You will need to have an estimate of how many guests will be attending your event in order to plan accordingly and choose a venue that will hold all of your guests.

Mailings and Invitations

Whether your event is small or large, requesting that guests RSVP is very important in order to plan for enough food and space. Once you have decided on a date, time and venue for your event, send out invitations to potential guests and request that they RSVP.

When inviting elected officials, seek out those who are most relevant to your event in terms of local, state, or national politics. Provide them with comprehensive information on your event and give them plenty of notice (one month if possible). Make sure to follow up and remind them as your event gets closer.

Advertising for the Event

Advertising for your event is particularly important if you will be holding an event that the general public is invited to. You may choose to put up fliers or advertise to other organizations in your community.

For more information see:

Event planning: www.event-planner.com
www.meetingexpectations.com

SECTION 5: COMMUNICATIONS & OUTREACH

Chapter 1: Structure of the Public Relations Effort

Purpose of Public Relations

Public relations is the attempt to manage communication between an organization and the public in order to inform and create/sustain its positive image. Non-profit organizations use public relations in order to gain support for and awareness of fund-raising programs, staff recruiting, and to increase patronage of their services.

Planning

In order to plan a sound public relations program, first define what goal you hope to reach. This goal might be to inform the public about upcoming events or services your organization will be offering, or it might be to garner support for a fundraising event you are holding. Once you have defined what the project should accomplish, determine which communities you hope to reach and what their interests are. Next, choose appropriate media sources to communicate your message.

A few things to remember when planning your media relations program:

- Stress the commission's non-partisanship and its public interest and concern.
- Time the release of your stories properly, and include a photo if it adds to the story.
- Try to be helpful by preparing detailed fact sheets to media personnel.
- Provide the full facts clearly, and agree to be quoted if appropriate.

What Makes News?

To be newsworthy, your information should be important, informative, interesting or unusual and timely. It should also be prepared in the proper manner and given to the most appropriate news sources for the story. Be aware if a piece is intended as an exclusive. If so, do not offer to more than one news source. Do not overlook publications that serve special interest groups, such as the League of Women Voters, veterans' organizations, labor unions, university publications and community groups. These publications are small but generally have a strong readership.

Print Media

What a newspaper will publish usually depends on the size of the community and therefore the size of its circulation. Larger newspapers are more likely to report matters that reach a wider audience, such as the election of officers, creation of major new programs and notable policy actions. Small daily and weekly newspapers are more interested in news of a local nature and about people living within their circulation area. News that might be of interest to these newspapers includes the appointment of committees or commissions, creation of new ones, announcement of meetings, activity of speaker programs, and announcements of new projects or expansions of existing ones. If your commission is working on an issue which may be ongoing, you may wish to meet with the editorial board of a newspaper or journal to plan ongoing stories or opinion editorials regarding the issue.

Radio

Radio stations serve more specialized audiences, depending upon their "personalities." Rock music radio stations reach a different audience than the classical music stations or all-news stations. Some stations have news updates every hour, while others run news continually. Therefore, choosing a radio station to broadcast your news will depend upon both the public you are attempting to reach and the amount of airtime you are able to receive.

Television

Television stations are similar to the metropolitan daily newspapers, in that they appeal to a broader range of the population than the “personality” approach of the radio station or the local interest of the small community newspapers. One of the most effective means for reaching the public is cable television. Cable offers a variety of programming possibilities and provides public access programming that is designed to serve the local community.

Public Service Programs

Radio and television interviews or talk shows are good opportunities for commissioners to publicize news of the commission, and stations are generally eager to find interesting news and people for such appearances. A commissioner might be interviewed about a new project or a particular legislative bill, or a staff member might be questioned about interesting topics and events the commission is involved with.

Public Service Announcements (PSAs)

Radio and television stations devote free time to broadcasting announcements that are in the public interest. PSAs can be good opportunities for the commission to inform listeners and viewers about a variety of women’s issues. You may also choose to write a PSA which includes short, bulleted information and distribute it throughout the community on bulletin boards and public calendars.

News Conferences

A news conference is one way to disseminate news to all media at the same time. It can also be helpful and informative because it enables reporters to ask questions and receive authoritative answers. A news conference usually consists of a brief newsworthy statement or presentation by a spokesperson, brief comments from one or two other individuals involved with the cause, and a question and answer period.

Chapter 2: Communication Opportunities

It is vitally important that you keep your constituency well informed of the work, goals, and plans of your commission and provide vehicles for input and feedback. Success in this area is totally dependant on maintaining up to date comprehensive communication channels, including mail and email lists, databases, and list serves.

Press/News Release

A press release is simply a statement written to the media for distribution. They are an important source of marketing and communication that provide you with publicity and garners public interest. A well written press release will spread the word of your meeting/event to the masses. *See Appendix N and O for Sample Press Releases.*

Media Advisory

A media advisory is a shorter, more concise statement to the media that is meant to bring journalists out to your event and is sent the day before the event. *See Appendices L and M for Sample Media Advisories.*

News Stories

It is important to disseminate news simultaneously to both electronic and print media. If possible, the news assignment editor of a media source should be notified at least three days before an event.

Writing a News Story

Before writing ask yourself what is the most significant or interesting fact about the story. Then write the lead paragraph to emphasize that fact as clearly, simply and objectively as possible. Include the five Ws: What happened? Who did it? When did it happen? Where did it happen? and Why or How did it happen? Keep the news release as short as possible. Include enough background to give the story a proper perspective, but only include the most important details.

Editorials and Columns

An editorial suggestion sheet containing pertinent facts on topics of interest to the commission can be mailed periodically to editors, inviting them to express their opinion on those subjects. You may also consider preparing a weekly newspaper column on women's issues to provide to newspapers.

Newspapers are accustomed to paying for syndicated feature columns and may welcome your free weekly informational column. Opinion editorials and letters to the editor are other important ways your commission can disseminate information on issues or events pertinent to women.

Collateral

Collateral includes brochures and pamphlets produced by your women's commission, as well as those prepared by other local and state commissions, the Women's Bureau of the U.S. Department of Labor, and other organizations concerned with women's issues. Reprints from newspapers and magazines can also be helpful.

Newsletters

Newsletters inform the public about what your commission is doing, services and concerns of the commission, accomplishments of individuals involved with the commission and issues pertaining to women. A newsletter can serve as a valuable tool for building a network and coalition of individuals and organizations with mutual concerns and interests, and can be distributed monthly, bi-monthly, quarterly, or bi-annually.

Websites

A commission website can serve as a valuable resource to commissioners and staff, as well as to the general public. Most web hosts charge a fee for a web URL, although community centers or local government branches may provide a link from their website to a free website for your organization.

Speakers Bureau

A speaker's bureau is one of the most effective public relations efforts a commission can undertake. A speaker's bureau brochure can be sent out to local organizations and government agencies highlighting topics which commissioners and staff can speak on. The increased visibility and involvement of commissioners and other volunteers make this an important part of a public relations program.

For more information see:

www.mediacollege.com

www.press-release-writing.com

Commission Evaluation: Writing an Annual Report

Annual Reports

Many commissions are required by statute to produce an annual report or an end of term report that summarizes goals, activities, and accomplishments of that period. Whether your commission is required to produce an annual report or not, these reports are helpful in that they allow for reporting of goals and successes of your commission and are an effective tool for tracking a commission's breadth and depth. These reports are transmitted to the respective governor and legislators (or county or city counterparts) and are often effective instruments for maintaining or increasing funding.

Evaluation of Previous Year's Report

If you produced an annual report the previous year, begin with an objective analysis of that report and your experience in producing it.

- What were the report's strengths?
- What were the report's weaknesses?
- Did you allow enough time for clearance of facts and interpretation?

Objectives

Establish objectives for the report. The statement of objectives clarifies the purpose and aim of your report and the points to be emphasized. Once established, they will guide you in creating the theme, planning the layout, and choosing illustrations.

Theme

Well thought out themes give your report meaning and continuity. Some examples of themes might be the previous year's accomplishments, community involvement, new directions and goals, new programs, or dramatic needs for new services. Build the report around the central theme.

Timetable

Establish the blocks of time you will need to allow for finishing the report. An annual meeting or budget schedule can determine your publication date. Your schedule might extend over several months or be compressed into a shorter amount of time.

Budget

Your budget will tell you how much you can spend on illustrations, paper, quantity, printing and distributaries. Be sure to review this information before making your final design decisions. You may look to in-kind donations to provide these supplies and services.

Write

Keep your presentation as simple as possible. In order to capture the reader's interest, select words that are short, clear and vivid, and try to avoid complex organizational terms.

Distribution

The production of the publication is only half the job. Effective distribution is key important. Copies of the report should be sent to all appointing authorities, all commissioners, key legislators, other state commission chairs, and state and local women's organizations. Copies should also be sent to the NACW office and the Department of Labor Women's Bureau. If the publication is mailed, include a cover letter explaining the reasons for creating the publication. Provide your local legislator, city or

county representative a copy of the publication. Placing the annual report on your website is an effective means of keeping the public informed.

For more information see:

www.nonprofitannualreports.net

APPENDICES

APPENDIX A

ESTABLISHING ACT THE COMMONWEALTH OF MASSACHUSETTS In the year One Thousand Nine Hundred and Ninety-eight

AN ACT ESTABLISHING A COMMISSION ON THE STATUS OF WOMEN.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 3 of the General Laws is hereby amended by adding the following section:—

Section: 66. (1) There is established a permanent commission on the status of women consisting of 19 persons as follows: five persons appointed by the governor; four persons appointed by the speaker of the house of representatives; four persons appointed by the president of the senate; and six persons appointed by the caucus of women legislators or its successor organization. Members of the commission shall be drawn from diverse racial, ethnic, religious, age, sexual orientation and socio-economic backgrounds from throughout the commonwealth and shall have had experience working toward the improvement of the status of women in society. Members shall be subject to the provisions of chapter 268A as they apply to special state employees.

(2) (a) Members shall serve terms of three years and until their successors are appointed.

(b) Vacancies in the membership of the commission shall be filled by the original appointing authority for the balance of the unexpired term.

(c) Appointments shall be made in consultation with women's organizations. Nominations shall be solicited between August 1 and September 16 of each year through an open application process using a uniform application that is widely distributed throughout the state.

(d) The commission shall elect from among its members a chair, a vice chair, a treasurer and any other officers it deems necessary.

(e) The members of the commission shall receive no compensation for their services, but shall be reimbursed for any usual and customary expenses incurred in the performance of their duties.

(3) The commission shall conduct an ongoing study of all matters concerning women and shall be guided by the tenets of the Platform for Action of the United Nations Fourth World Conference on Women held in Beijing, China in September, 1995. In furtherance of that responsibility, the commission shall: (a) study, review and report on the status of women in the Commonwealth; (b) inform leaders of business, education, health care, state and local governments and the communications media of issues pertaining to women; (c) serve as a liaison between government and private interest groups concerned with issues affecting women; (d) serve as a clearinghouse for information on issues pertaining to women; (e) identify and recommend qualified women for appointive positions at all levels of government, including boards and commissions, as the commission deems necessary and appropriate; (f) assess programs and practices in all state agencies as they affect women, as the commission deems necessary and appropriate; (g) advise executive and legislative bodies on the effect on women of proposed legislation, as the commission deems necessary

and appropriate; and (h) promote and facilitate collaboration among local women's commissions and among women's organizations in the state, as the commission deems necessary and appropriate. The commission shall annually, on or before June 2, report the results of its findings and activities of the preceding year and its recommendations to the governor and to the clerks of the senate and House of Representatives.

(4) The powers of the commission shall include but not be limited to the following: (a) to use such voluntary and uncompensated services of private individuals, agencies and organizations as may from time to time be offered and needed; (b) to recommend policies and make recommendations to agencies and officers of the state and local subdivisions of government to effectuate the purposes of subsection (3); (c) to select an executive director and to acquire adequate staff to perform its duties, subject to appropriation; (d) to establish and maintain such offices as it may deem necessary, subject to appropriation; (e) to enact bylaws for its own governance; and (f) to hold regular, public meetings and to hold fact-finding hearings and other public forums as it may deem necessary.

(5) The commission shall meet once every month, except for the months of July and August at members' discretion. The (i) governor, (ii) speaker of the House of Representatives, (iii) president of the senate and (iv) designated members of the caucus of women legislators shall be invited to attend the monthly meetings on a rotating basis.

(6) (a) the commission may request from all state agencies such information and assistance as the commission may require.

(b) The commission may accept and solicit funds, including any gifts, donations, grants, or bequests, or any federal funds for any of the purposes of this chapter. Such funds shall be deposited in a separate account with the state treasurer, be received by said treasurer on behalf of the Commonwealth, and be expended by the commission in accordance with law.

SECTION 2. Notwithstanding the provisions of section 66 of chapter 3 of the General Laws, the initial members of the commission on the status of women shall be appointed for the following terms:

(a) The governor shall appoint, on or before November 16, 1998, two members for a term of one year, two members for a term of two years, and one member for a term of three years.

(b) The speaker of the House of Representatives shall appoint, on or before November 16, 1998, two members for a term of one year, one member for a term of two years, and one member for a term of three years.

(c) The president of the senate shall appoint, on or before November 16, 1998, two members for a term of one year, one member for a term of two years, and one member for a term of three years.

(d) The caucus of women legislators or its successor organization shall appoint, on or before November 16, 1998, one member for a term of one year, two members for a term of two years, and three members for a term of three years.

House of Representatives, May 18, 1998

Passed to be enacted, (signed) William P. Nagle, Jr., Acting Speaker

In Senate, May 19, 1998

Passed to be enacted, (signed) Thomas F. Birmingham, President
May 29, 1998.

Approved, at 12:05 p.m. (signed) Argeo Paul Cellucci, Acting Governor

Appointing Authorities

Commissioners are appointed by four various governing authorities. The Governor appoints five Commissioners, the Senate President appoints four, the Speaker of the House appoints four, and the Caucus of Women Legislators appoints six.

Governor Mitt Romney
State House, Room 360
Boston, MA 02133
phone: 617-725-4005
fax: 617-727-9725
TTY: 617-727-3666
email: GOffice@state.ma.us

Senate President Robert E. Travaglini
State House, Room 330
Boston, MA 02133
phone: 617-722-1500
fax: 617-248-3840
email: RTravagl@senate.state.ma.us

Speaker of the House Salvatore F. DiMasi
State House, Room 356
Boston, MA 02133
phone: 617-722-2500
fax: 617-722-2008

Caucus of Women Legislators
c/o Executive Director
State House, Room 460
Boston, MA 02133
phone: 617-722-2266

APPENDIX B

ESTABLISHING THE BERKSHIRE COUNTY COMMISSION ON THE STATUS OF WOMEN.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 66 of chapter 3 of the General Laws, as appearing in the 2000 Official Edition, is hereby amended by inserting after the word "necessary", in line 61, the following words:- (g) to appoint members to regional chapters of the commission.

SECTION 2. There is established a permanent commission on the status of women in Berkshire county consisting of 9 persons who are to be appointed by the Massachusetts Commission on the Status of Women. The commission shall conduct an ongoing study of all matters concerning women in Berkshire county. The commission shall report their findings to the Massachusetts Commission on the Status of Women annually, on or before June 2, and recommend solutions to the problems facing the women of Berkshire county. The Massachusetts Commission on the Status of Women shall make such appointments to the Berkshire commission from a pool of applicants who reside in Berkshire county. (1) Members shall serve a term of 3 years and until their successors are appointed. Commissioners may be reappointed for 2 consecutive terms. After the completion of 2 consecutive terms, former commissioners may reapply to serve on the commission after a year has passed since their last term. The initial members of the Berkshire County Commission on the Status of Women shall be appointed for the following terms: 3 members for a term of one year, 3 members for a term of two years, and 3 members for a term of 3 years. (2) Vacancies in the membership of the commission shall be filled by the Massachusetts Commission on the Status of Women for the balance of the unexpired term. (3) Appointments by the Massachusetts Commission on the Status of Women to the Berkshire County Commission on the Status of Women shall be made in consultation with women's organizations. Nominations shall be solicited between August 1 and September 16 of each year through an open application that is widely distributed throughout Berkshire county. Members of the commission should be diverse and represent different towns and municipalities in Berkshire county. (4) Members shall serve on the commission as volunteers and will not be compensated. (5) The commission shall elect from among its members a chair, a vice chair, a treasurer and any other officers it deems necessary.

(6) The commission shall meet at least 6 times a year, at the members' discretion. Members of the Massachusetts Commission on the Status of Women may attend the meetings of the Berkshire County Commission on the Status of Women. (7) The commission may accept and solicit funds, including any gifts, donations, grants, or bequests, or any federal funds for any of the purposes of this section. Such funds shall be deposited in a separate account to be expended at the discretion of the commission. (8) The powers of the commission shall include but not be limited to the following: a) to use voluntary and uncompensated services of private individuals, agencies and organizations as may from time to time be offered and needed; b) to recommend policies and make recommendations to agencies and officers of the state and local subdivisions of government to effectuate the purposes of the commission; c) to enact bylaws for its own governance; and d) to hold regular, public meetings and to hold fact-finding hearings and other public forums as it may deem necessary.

APPENDIX C

EXECUTIVE ORDER ESTABLISHING COMMISSION ON WOMEN IN BOSTON



CITY OF BOSTON ~ MASSACHUSETTS

**OFFICE OF THE MAYOR
RAYMOND L. FLYNN**

Executive Order

- Whereas: the issues and concerns of all women of all Boston's neighborhoods, in their cultural and ethnic diversity, continue to be a priority foremost on the agenda of this Administration; and
- Whereas, child care, economic justice, women's health and safety, as well as the concerns about violence against women are paramount to this administration,
- Whereas, the women of the city need a vehicle for expressing their opinions and ideas and a place to rely on for information, advocacy, and action,
- Whereas, this executive order shall be in effect only until an ordinance is properly enacted,
- Therefore, I, Raymond L. Flynn, do hereby order that the following shall take effect immediately.

SECTION 1. There shall be within the Mayor's office a division to be known as the Commission on Women which shall be under the charge of an officer, known as the Advisor to the Mayor on Women's Issues (hereinafter the "Advisor"), appointed by the Mayor and who shall serve at the pleasure of the Mayor and who shall have the powers of a department head with respect to execution of contracts and matters of personnel management within said office.

SECTION 2. The Commission shall consist of fourteen members all of whom shall be appointed by the Mayor (and shall be residents of the city). They shall serve for three year terms. Any person appointed to fill a vacancy shall only serve for the unexpired term; and any such appointee shall serve until said appointee's successor is appointed and qualified. The Advisor as herein referred to

shall be a member of the Commission ex officio. The Mayor shall appoint a chairperson of the Commission who may, but need not, be his Advisor. Members of the Commission shall serve without compensation.

SECTION 3. The duties of the Commission shall include but are not limited to:

- a. advising the Mayor's Advisor on women's issues;
- b. assisting the Advisor in working with the Office of the Mayor in determining budget and policy priorities;
- c. monitoring and advising other city agencies on women's issues;
- d. designing special projects that affect women which are not currently being implemented by existing city agencies;
- e. performing services in connection with outreach, communication, and liaison to neighborhood women, the women's community, and women's organizations;
- f. working with the Department on Intergovernmental Relations concerning state and federal legislation and programs that are of concern to women;
- g. working with the Office of Affirmative Action to insure that women are represented at all levels of city government;
- h. serving on an interagency task force developed by an affirmative action office;
- i. coordinating the response of city government to issues of concern to women and women's organizations.

SECTION 4. The Commission may promulgate such rules and regulations as may be necessary to carry out the stated objectives of this brief.

Raymond L. Flynn
Mayor
City of Boston

August 4, 1987
Date

APPENDIX D

The Massachusetts Commission on the Status of Women Commissioner Application Packet

The Massachusetts Commission on the Status of Women (MCSW) was enacted by law and established in 1998 to advance Massachusetts' women toward full equality and to promote rights and opportunities for all women. The Commission is an independent state agency that provides a permanent voice for women across Massachusetts.

The Commission is comprised of 19 appointed women who have had prior experience working towards the improvement of the status of women. Commissioners are drawn from diverse racial, ethnic, religious, age, sexual orientation, and socio-economic backgrounds from throughout the Commonwealth. Appointments are made by the Governor (5), the Senate President (4), the Speaker of the House of Representatives (4), and the Caucus of Women Legislators (6).

The Commission's duties include: studying, reviewing and reporting on the status of women in the Commonwealth; advising executive and legislative bodies on the effect of proposed legislation on women; informing leaders of business, education, health care, state and local governments and communications media of issues pertaining to women; providing referrals and serving as a resource of information on issues pertaining to women; identifying and recommending qualified women for positions at all levels of government; promoting and facilitating collaboration among local women's commissions and among women's organizations in the state; serving as a liaison between government and private interest groups concerned with issues affecting women; and serving as a clearinghouse of information on issues pertaining to women. The Commission meets once a month, except during July and August.

To be considered for appointment by any of the appointing authorities, please submit a completed application form annually between August 15 and September 30. Appointments are typically made in November. Mail the form to: Massachusetts Commission on the Status of Women, Charles F. Hurley Building, 19 Staniford Street, 6th floor, Boston, MA, 02114. A copy of your application will be kept on file and will be forwarded to the appropriate appointing authority(s) when appointments become available. Please remember that information you provide is public and cannot be kept private or confidential.

If you are appointed, your term of office will be no more than three years, depending upon the vacant seat you fill. You will be eligible for reappointment to a full three-year term at the end of your initial term. Commissioners will be considered "special state employees" and will be subject to Chapter 268A, the state conflict of interest law. You will not be compensated for your work, but you are eligible for reimbursement for usual and customary expenses, such as travel.

For more information, contact:

The Massachusetts Commission on the Status of Women
The Charles F. Hurley Building
19 Staniford St., 6th Floor
Boston, MA 02114

Phone: 617-626-6520
Fax: 617-626-6530
E-Mail: mcsw@state.ma.us
Web: www.mass.gov/women

Massachusetts Commission on the Status of Women
Commissioner Application Form

Instructions: To be considered for appointment by any of the appointing authorities (Governor, Senate President, Speaker of the House, or Caucus of Women Legislators), please fully complete this form. Please note if you would like your application to be forwarded to a specific appointing authority. Applications will be accepted annually between August 15 and September 30. Appointments are made annually in November. A copy of your application will be kept on file and will be forwarded to the appropriate appointing authority(s) when appointments become available.

Mail all three sections of the completed application to: Massachusetts Commission on the Status of Women, Charles F. Hurley Building, 19 Staniford Street, 6th floor, Boston, MA, 02114. For more information call: (617) 626-6520. Please be sure that your name is on each attachment.

Name _____

Home Address _____

Position _____

Organization _____

Work Address _____

Daytime Phone _____ Evening Phone _____ Cell Phone _____

Home Fax _____ Work Fax _____

Home E-Mail _____ Work E-Mail _____

SECTION 1 – MCSW CRITERIA

I. Please write a statement which addresses the following three questions:

- a. Why are you interested in being appointed to the Massachusetts Commission on the Status of Women?
- b. How have you worked to advance the status of women?
- c. What three issues concerning the women of Massachusetts are you most interested in?

II. The law establishing the Commission calls for its members to be drawn from diverse racial, ethnic, religious, age, sexual orientation, and socio-economic backgrounds from throughout the Commonwealth. Voluntary information about how your appointment would contribute to these goals is welcomed and encouraged.

III. Will you be able to attend daytime meetings, spend time preparing for meetings, and participate in events and activities outside of regularly scheduled meeting times?

SECTION 2 – BACKGROUND INFORMATION

- 1) Have you ever been employed by the federal, state, or local government? If yes, please list positions and periods of employment:
- 2) Have you ever been elected or appointed to public office (including other Boards and/or Commissions) in Massachusetts? If yes, please list and include dates:
- 3) Please list association memberships:
- 4) Have you been or are you now a registered lobbyist? If yes, please list the principals you represent(ed) and dates:
- 5) Have you ever been arrested, charged, or indicted for violation of any federal, state, county, or municipal law, regulation, or ordinance (exclude traffic violations for which a fine or civil penalty of \$150 or less was paid)

Yes _____ No _____ If yes, please give details:

- 6) Is there anything in your background that if made public, would be an embarrassment to you or the Commission?

Yes _____ No _____ If yes, please give details:

- 7) Is there anything else you think we should know about you, your background or your experience?
- 8) Please list three persons unrelated to you who would support your appointment:

9) Please complete the attached biographical form [page 6] OR attach a copy of your résumé.
SECTION 3 – CURRICULUM VITAE

Please describe your background and/or experience in the following areas. You may respond to these questions on a separate sheet of paper and attach your answers to the application form. (A résumé may be submitted in lieu of this form.)

1. EDUCATIONAL BACKGROUND: (Please list schools attended and degrees obtained)
2. WORK EXPERIENCE: (Please list job titles, employers, and job responsibilities)
3. VOLUNTEER AND/OR COMMUNITY EXPERIENCE: (Please list organizations and/or groups that you worked with and describe the nature of your work)
4. ADDITIONAL RELATIVE EXPERIENCE:

APPENDIX E

HOLDING A NEW MEMBER ORIENTATION

New Member Orientation

Location

Date

Time

Directions

AGENDA

- 1:00 Welcome
- Introductions
- 1:05 Overview of the Commission
- Handouts
- Meetings
- Membership
- History
- Guidelines for Commissioners
- Travel/Expense Guidelines
- Budget
- Statute
- By-laws
- Office Organization and Procedures
- Program Planning
- 1:55 Further Questions
- 2:00 Adjournment

APPENDIX F

Massachusetts Commission on the Status of Women BYLAWS

[As Amended October 22, 2003]

PREAMBLE

Pursuant to Clause E of Subsection 4 of Section 66 of Chapter 3 of the General Laws of

Massachusetts, the organization and rules of procedure of the Massachusetts Commission on the Status of Women shall be as follows

ARTICLE I—NAME

The name of this organization shall be the Massachusetts Commission on the Status of Women.

ARTICLE II—PURPOSE

The purpose of the Commission shall be to advance women toward full equity in all areas of life and to promote rights and opportunities for all women. The mission of the Massachusetts Commission on the Status of Women is to provide a permanent, effective voice for women across Massachusetts. The Commission stands for fundamental freedoms, basic human rights and the full enjoyment of life for all women throughout their lives. The Commission shall have the following responsibilities:

- a) Study, review and report on the status of women in the commonwealth;
- b) Inform leaders of business, education, health care, state and local governments and the communications media of issues pertaining to women;
- c) Serve as a liaison between government and private interest groups concerned with issues affecting women;
- d) Serve as a clearinghouse for information on issues pertaining to women;
- e) Identify and recommend qualified women for appointive positions at all levels of government, including boards and Commissions, as the Commission deems necessary and appropriate;
- f) Assess programs and practices in all state agencies as they affect women, as the Commission deems necessary and appropriate;
- g) Advise executive and legislative bodies on the effect on women of proposed legislation, as the Commission deems necessary and appropriate; and
- h) Promote and facilitate collaboration among local women's Commissions and among women's organizations in the state, as the Commission deems necessary and appropriate.

ARTICLE III—REPORTING REQUIREMENTS

The Commission shall annually, on or before June 2, report the results of its findings and activities of the preceding year and its recommendations to the Governor and to the clerks of the Senate and House of Representatives.

ARTICLE IV—POWERS OF THE COMMISSION

The powers of the Commission shall include but not be limited to the following:

- a) To advise and submit recommendations and policies to the governor, legislature, agencies, and officers of the state and local subdivisions of government on issues relating to women
- b) To collaborate with concerned organizations, groups and state departments on issues of common concern using such voluntary and uncompensated services of private individuals, as may be needed;
- c) To select an Executive Director and to acquire adequate staff to perform its duties, subject to appropriation;
- d) To establish and maintain such offices as it may deem necessary, subject to appropriation;
- e) To enact bylaws for its own governance;
- f) To hold regular, public meetings and to hold fact-finding hearings and other public forums as it may deem necessary; and
- g) To actively pursue outside funding opportunities in support of the MCSW's mission.

The Commission may request from all state agencies such information and assistance as the

Commission may require.

ARTICLE V—MEMBERS

SECTION 1. FOUNDING MEMBERS

The initial members of the Commission on the Status of Women shall be appointed for the following terms:

- a) The Governor shall appoint, on or before November 16, 1998, two members for a term of one year, two members for a term of two years, and one member for a term of three years;
- b) The Speaker of the House of Representatives shall appoint, on or before November 16, 1998, two members for a term of one year, one member for a term of two years, and one member for a term of three years;
- c) The President of the Senate shall appoint, on or before November 16, 1998, two members for a term of one year, one member for a term of two years, and one member for a term of three years;
- d) The Caucus of Women Legislators or its successor organization shall appoint, on or before November 16, 1998, one member for a term of one year, two members for a term of two years, and three members for a term of three years.

SECTION 2. MEMBERS

The Commission shall consist of nineteen persons as follows:

- a) Five persons appointed by the Governor;
- b) Four persons appointed by the speaker of the House of Representatives;
- c) Four persons appointed by the president of the Senate; and
- d) Six persons appointed by the Caucus of Women Legislators or its successor organization.

SECTION 3. DIVERSITY

Members of the Commission shall be drawn from diverse racial, ethnic, religious, age, sexual orientation, and socio-economic backgrounds from throughout the Commonwealth and shall have had experience working toward the improvement of the status of women in society.

SECTION 4. MASSACHUSETTS GENERAL LAWS

Members shall be subject to the provisions of chapter 268A of the General Laws as they apply to special state employees.

SECTION 5. TERMS OF OFFICE

A Member shall serve a term of three years duration and until her successor is appointed.

SECTION 6. VACANCIES

Any Commissioner may resign by delivering her written resignation to the Commission at its principal office or to the Chair of the Board. The original appointing authority will be notified and requested to fill the vacancy with a new Commissioner for the balance of the unexpired term.

SECTION 7. APPOINTMENTS

Appointments shall be made in consultation with women's organizations. Nominations shall be solicited between August 1 and September 16 of each year through an open application process using a uniform application that is widely distributed throughout the state.

ARTICLE VI—FINANCES

SECTION 1. FISCAL YEAR

The fiscal year of the Commission shall be July 1 through June 30.

SECTION 2. FUNDING

The Commission may accept and solicit funds, including any gifts, donations, grants, or bequests, or any federal funds for any of the purposes of the enabling legislation.

SECTION 3. ACCOUNTS

Such funds shall be deposited in a separate account with the state Treasurer, be received by said Treasurer on behalf of the Commonwealth, and expended by the Commission in accordance with the law and the donor or grantors intent.

ARTICLE VII—COMPENSATION AND LIABILITY

SECTION 1. COMPENSATION

The members of the Commission shall receive no compensation for their services, but shall be reimbursed for any usual and customary expenses incurred in the performance of their duties.

SECTION 2. LIABILITY

No person who is now or who later becomes a member of this Commission shall be personally liable to its creditors for any indebtedness or liability, and any and all creditors of this Commission shall look to the assets of this Commission for payment.

ARTICLE VIII—OFFICERS

SECTION 1. OFFICERS

The Commission shall elect from among its members a Chair, a Vice-Chair, a Treasurer, a Secretary, and any other officers it deems necessary. Only members of the Commission shall be eligible for nomination and election as officers of the Commission. If an officer of this Commission shall, during her term of office, no longer be a member of the Commission, she shall automatically cease to be an officer of the Commission.

SECTION 2. ELECTION OF OFFICERS

Officers shall be elected annually, at the first meeting of the fiscal year. The officers shall be elected by written ballot. If there is only one nominee for each, the ballot may be dispensed with and a voice vote may be taken.

SECTION 3. OFFICERS' TERM OF OFFICE

The elected officers shall serve for a term of one year. The elected officers shall not serve more than two successive terms in any particular office. However, under extenuating circumstances, the Commission's Chair may serve a third consecutive one-year term.

SECTION 4. OFFICER VACANCIES

A vacancy in the Chair's office shall be filled until the next annual election by the Vice-Chair. All other vacancies shall be filled by a majority vote of the members of the Commission. In the event the Chair and Vice-Chair are both unable to preside, a quorum of the Commission shall elect a temporary Chair.

ARTICLE IX—DUTIES OF THE OFFICERS

The duties of the officers are as follows:

SECTION 1. CHAIR

The Chair shall be entrusted to act and carry out policies and decisions of the Commission between meetings of the Commission and the Executive Committee. The Chair shall present actions to the full Commission for ratification. The Chair shall assure that the legislative mandates of the Commission are carried out as prescribed by the Legislature and as formulated in these by-laws to:

- a) Call and preside at all meetings of the Commission and of the Executive Board and conduct these in accordance with parliamentary rules;
- b) Be an ex-officio member of all committees with the exception of the nominating committee;
- c) Call special meetings when deemed necessary or desirable;
- d) Set the agenda for Commission and Executive Committee meetings;
- e) Supervise the work of the Director

- f) Serve as spokesperson for the Commission or direct such representation before the public and governmental bodies. Oversee all recommendations and reports to the Executive and Legislative branches
- g) Perform such other duties as the Commission may prescribe from time to time.

The Chair may appoint a parliamentarian.

SECTION 2. VICE-CHAIR

The Vice-Chair shall perform all duties of the Chair in the event of the Chair's absence or inability to serve, or in the event of a vacancy in that office until it is filled and shall perform other duties as are designated by the Commission.

SECTION 3. SECRETARY

The Secretary shall:

- a) Be responsible for reviewing the minutes of all regular and special meetings of the Commission and of the Executive Board;
- b) Assure that the Commission staff furnish copies of the minutes and of the Treasurer's financial statement to all members within a reasonable length of time prior to the next meeting;
- c) Assure that an attendance roster is maintained for each Commission meeting and committee meeting;
- d) Act as historian to the Commission by assuring that all general correspondence, records of meetings and committees, and business before the Commission is maintained;
- e) Sign such instruments as shall be authorized by the Commission;
- f) Perform all other duties necessary for the maintenance of adequate records, files and communications of the Commission.

SECTION 4. TREASURER

The Treasurer shall:

- a) Ensure that all financial records are maintained and shall oversee budget preparation and reporting.
- b) Monitor the budget and financial records on an ongoing basis and in accordance with the provisions and requirements of the law and state agencies.
- c) Present the Treasurer's report at regular commission meetings
- d) Strategize with the Executive Director and Commission in how to apply for and receive state, local, private and/or individual grants, appropriations and/or gifts in compliance with applicable state laws and regulations in order to further the purposes of the commission
- e) Present an annual financial report to the Commission
- f) Perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be assigned.

ARTICLE X—EXECUTIVE BOARD

SECTION 1. COMPOSITION

The Executive Board shall consist of the elected officers, elected Chairs of the standing committees and the immediate past Chair.

SECTION 2. EXECUTIVE BOARD QUORUM

Between Commission meetings and whenever deemed necessary and immediate, the Executive Board shall act as the governing body on behalf of the full Commission. A majority of the Executive Board shall constitute a quorum. The decisions of the Executive Board shall be decided by a majority vote of those members present. All business shall be presented to the full Commission for ratification at its next regularly scheduled meeting.

SECTION 3. MEETINGS

The Executive Board shall meet at the call of the Chair or of two members of the Executive Board for transaction of necessary business, and act in emergencies reporting in writing all business transacted to the Commission.

“Emergencies” as stated above should be defined as business that may arise between meetings, and

which, by reason of action delayed until the regular meeting of the Commission, may cause the loss of

an opportunity to promote the best interest of the Commission.

SECTION 4. POWERS OF THE EXECUTIVE BOARD

The Executive Board shall, subject to ratification of the Commission, decide such matters as may come before it between meetings. The Executive Board is empowered to approve expenditures to defray necessary expenses that are incurred between the regular meetings of the membership. All such expenditures shall be subject to the approval of the Commissioners at the next meeting of the Commission. It shall also deal with all matters referred to it by the Commission.

A written record of all of the business transacted by the Executive Board shall be distributed to the Commissioners at the next Commission meeting. The Executive Board shall not reverse a previous action of the Commission nor take any action pertaining to the membership or to the duties of the Executive Board or the officers.

ARTICLE XI—COMMITTEES

SECTION 1. ORGANIZATION

The Commission may create such committees, as it deems necessary to carry out the work of the Commission.

SECTION 2. STANDING COMMITTEES

The Standing Committees shall be established by the Commission with permanent on-going tasks.

The work of the Standing Committees shall be determined by goals and objectives established

annually. All committees shall submit their recommendations to the full Commission for approval for

such recommendations to be acted upon.

The Standing Committees shall include but not be limited to the following:

- a) Budget & Personnel Committee
- b) Legislative & Public Policy Committee
- c) Program & Planning Committee

All Committee Chairs shall be Commissioners and the standing committees shall be composed of members of the Commission. There will be Co-Chairs of the Budget and Personnel Committee, one to chair budget matters, the other, to chair personnel matters.

Every Commissioner shall serve on at least one committee. Commission members may volunteer to serve on the committee of their choice.

Chairs and Co-Chairs of standing committees shall be elected by the members of the individual standing committees at their first meeting of the fiscal year. Chairs and Co-Chairs of standing committees shall be voting members of the Executive Board.

SECTION 3. SPECIAL COMMITTEES AND TASK FORCES

The Commission is empowered to appoint committees, taskforces, councils, or other appropriate bodies, to study specialized areas of concern and report their findings to the Commission; disseminate information on issues relating to women; develop and promote programs and services to women; and advocate for women's equity.

Membership on such committees shall not be limited to Commissioners. Special representatives other than Commission members may be appointed by the Chair to serve on task forces for the period of time designated by the Commission and would submit interim reports on their special assignments as the Commission requests.

Only Commissioners may vote to elect special committee Chairs, and only Commissioners may be Chairs of special committees.

ARTICLE XII—MEETINGS

SECTION 1. SCHEDULE

The Commission shall meet once every month, except for the months of July and August at the members' discretion. A calendar of dates shall be set at the first meeting of the fiscal year. This calendar of dates shall be mailed to all Commissioners and can be amended by a majority vote of the Commission. The Chair shall designate the time and place of the meetings.

SECTION 2. QUORUM

A majority of Commissioners currently holding office shall constitute a quorum for the transaction of Commission business.

SECTION 3. OPEN MEETING LAW

All meetings shall be conducted in compliance with the Open Meeting Law. Executive sessions, as per the law, may be conducted.

SECTION 4. SPECIAL MEETINGS

A special meeting of the Commission can be called by:

a) The Chair; or

- b) A majority vote of the Executive Board; or
- c) A majority vote of the Commission.

The purpose of the meeting shall be stated in the call. No business can be transacted at the meeting except that stated in the call. Except in cases of emergency, at least three days notice must be given to the membership.

A special meeting can be conducted if a quorum of the Commissioners is present.

SECTION 6. PUBLIC COMMENT

Observers may attend meetings of the Commission and may be granted the privilege of the floor by vote of the Commission members. Normally, fifteen minutes will be set-aside at the beginning of the meetings for this purpose. In addition, visitors may speak to specific issues as they arise during the meeting at the discretion of the Chair and the Commissioners.

The Governor, the Speaker of the House of Representatives, the President of the Senate and designated members of the Caucus of Legislators shall be invited to attend the monthly meeting on a rotating basis.

SECTION 7. ATTENDANCE

All Commissioners are expected to maintain regular attendance at meetings of the full Commission, and to participate fully and effectively in such committees or task forces as are necessary and appropriate to conduct the business of the Commission. The Secretary of the Commission shall maintain a record of attendance at each Commission meeting. After a Commissioner's fourth unexcused absence from regularly-scheduled meetings of the full Commission during the twelve months commencing on November 1 of each year, the Chair of the Commission shall notify the appointing authority for such Commissioner of the failure of that Commissioner to comply with the Commission's attendance requirements; provided, however, that such Commissioner may attach her own explanation for the reasons for her absences.

ARTICLE XIII—VOTING PRIVILEGES

At any Commission meeting or committee meeting, each member of the Commission shall be entitled to one vote. The Chair shall not vote except in the event of a tie. There shall be no proxy voting.

ARTICLE XIV—EXECUTIVE DIRECTOR

The Executive Director is the senior staff person of the Commission and serves at the pleasure of Commission. The Commission shall appoint the Executive Director who shall be responsible to the Commissioners for the implementation of Commission policies, recommendations, and for all aspects of the Commission's daily operation. The Commission shall undertake an annual review of the job performance of the Executive Director.

The Executive Director shall be responsible to the Commission through the Chair. The Executive Director's duties shall include but not be limited to:

1. Supervising staff and volunteers of the Commission
2. Planning, establishing, and implementing short and long term goals established by the full Commission
3. Coordinating and setting the agenda for regular and special Commission meetings with the Chair/s
4. Preparing and managing the Commission budget
5. Coordinating legislative activity of the Commission in conjunction with the Legislative and Public Affairs Committee. Research, write and present testimony on bills adopted by the full Commission in their legislative agenda
6. Serve as the liaison to the Governor's Office, legislature, state and federal agencies, coalitions, taskforces, regarding the Commission's input on policy issues
7. Establish relationships with organizations throughout the state whose mission and goals coincide with the Commission's agenda
8. Research outside sources funding to support the Commission's work
9. Manages Commission communication vehicles, including newsletters, special bulletins, booklets, brochures, exhibits, informational and related materials and the web site to further the Commission's mandate and goals
10. Develops and implements overall public relations and media plan
11. Other duties as the Commission may from time to time assign

ARTICLE XV—AMENDMENTS TO THE BYLAWS

These bylaws may be amended at any regular meeting of the Commission by a two-thirds vote of the Commissioners present and voting provided that the proposed amendment has been submitted at the previous meeting.

ARTICLE XVI—POLICY ADOPTION AND AMENDMENTS

The Commission, as needed, shall adopt policies. Policies may be adopted, amended, or repealed by a majority of all votes cast by the Commissioners present and voting, provided that the proposed material has been submitted at the previous meeting.

ARTICLE XVII—PARLIAMENTARY AUTHORITY

When not in conflict with these bylaws, Robert's Rules of Order (Newly Revised) shall govern the actions of the Commission.

APPENDIX G

Massachusetts Commission on the Status of Women
Wednesday May 24, 2006
4:00 – 6:00 p.m.
Room 307C, Hurley Building, Boston

AGENDA

- 4:00 – 4:05 Sign In & Communications
Approval of 4/26/06 Meeting Minutes
- 4:05 – 4:10 Chair's Report
- 4:10 – 4:55 Executive Director's Report
- Regional Council Presentation
 - Update on MA Women's Resource and Referral Network: Program Manager Daddona
- 4:55 – 5:30 Committee Reports:
- Legislative
 - Ad Hoc Committee on Planning
- 5:30 – 5:50 Old Business
- Discussion of "Real Cuts" Report Update
- Anticipated Action: Decision on How to Use & Circulate
- 5:50 – 5:59 New/Other Business
- 6:00 *Adjourn*
- Next Meetings:*
June 28 – Planning Session, Meet & Greet Reception 2-3 p.m., Planning 3-6, Dinner & Next Steps 6-7, Schraff Center, Charlestown

APPENDIX H

ASSESS YOUR COMMISSION

Organizational Activities

1. The commission operates with current bylaws or policies and procedures, following a set pattern such as Robert's Rules of Order.

Yes ____ No ____ Suggestions _____

3. The commission meets regularly; agendas are received prior to meetings and minutes are distributed in a timely manner after meetings.

Yes ____ No ____ Suggestions _____

3. Commission members receive a manual and attend an orientation.

Yes ____ No ____ Suggestions _____

4. The commission does both long-term and short-term planning to determine goals, objectives and action plans.

Yes ____ No ____ Suggestions _____

5. The commission conducts an annual evaluation.

Yes ____ No ____ Suggestions _____

6. The commission as a whole has sufficient diversity, i.e., in talents, skills, experience, age, ethnic groups, and sex among its members.

Yes ____ No ____ Suggestions _____

7. Every member serves on at least one committee, and staff participate at board meetings and committee meetings.

Yes ____ No ____ Suggestions _____

8. Members are aware of their role in the commission's organizational structure, and there is adequate communication among members, staff and the public served by the commission.

Yes ____ No ____ Suggestions _____

9. Commission deliberations are wide-ranging discussions with respect for divergent opinions.

Yes ____ No ____ Suggestions _____

10. The commission works with other agencies and departments and is familiar with their programs and activities.

Yes ____ No ____ Suggestions _____

APPENDIX I

Date: _____

COMMISSION EVALUATION

1. Do you feel the Commission made progress toward its stated goals for this past year?
- ☐ substantial progress
 - ☐ limited progress
 - ☐ little progress
 - ☐ no progress

2. What factors have helped us reach those goals?

What barriers have existed that have prevented attainment of those goals?

3. Do you think we have too many/too few committees?

- ☐ right amount
- ☐ too many
- ☐ too few – what committees would you add?

☐ undecided

4. Do you feel the committee on which you worked carried out its plan for implementing its goals? (Specify committee _____)

- ☐ yes
- ☐ no
- ☐ undecided

If no, why? _____

5. What new areas or issues do you feel the Commission should focus on in the future?

6. Please check the roles which you think should belong to the Executive Committee:

- ☐ taking action on behalf of Commission in emergencies
- ☐ setting goals for Commission
- ☐ setting policies for conducting of business
- ☐ monitoring/evaluating staff
- ☐ seeking funding
- ☐ making meeting arrangements
- ☐ conducting routine business between Commission meetings
- ☐ other (please specify):

7. Please check the roles which you think should belong to the staff

- ☐ typing, mailing committee/Commission information

- ___ attending committee meetings
 - ___ attending Commission meetings
 - ___ taking minutes of committee meetings
 - ___ taking minutes of Commission meetings
 - ___ answering mail
 - ___ meeting/communicating with other community and women's groups
 - ___ preparing and giving testimony at hearings
 - ___ creating flyers/brochures
 - ___ writing press releases
 - ___ assisting in planning workshops
 - ___ assisting committees through research, writing, coordinating, etc.
 - ___ speaking to media on behalf of Commission
 - ___ recommending action to committees
 - ___ providing community referrals
 - ___ implementing commission policy and programs
 - ___ other (please specify):
-

8. Do you know of a particular segment of the community which you feel lacks awareness of our existence and/or purpose? _____

9. What have been your positive experiences during your time as a Commissioner?

10. What have been your negative experiences during your time as a Commissioner?

11. Additional questions, comments and suggestions:

APPENDIX J

HOLDING A PUBLIC HEARING

Obtaining a Location

- Find a place that is handicap accessible and has seating for the number of participants we anticipate.
- We should be able to use this location free of charge

Hearing Room Setup

- For room set-up:
 - Long table at the front of the room for Commissioners
 - Smaller table or desk for the people who testify to sit at facing the Commissioners
 - Rows of chairs for the audience
 - Table at the back of the room for refreshments
 - Registration table preferably outside the room.
- Check for an audio system at the location and make sure this system can be used with our recorder and microphone.

Website Updates

- Post the hearing to the Calendar listing on your website
- Include directions to the hearing location
- Place a blurb about “Come to Our Next Public Hearing!” on the front page of the site, with a link to calendar, directions, more information.

Outreach/Mailing

- Outreach for each public hearing should be sent to local organizations, individuals, town/city hall (municipal), legislators, and appointing authorities.
- Each mailing should include, in the following order:
 - Letter (will be different for organizations/individuals and legislators)
 - Flyer (to be printed on colored paper)
- Go through local yellow pages, do research online, and use other avenues to find organizations to add to database.
- Go through database to be sure all addresses are complete and all entries are labeled with a county name.
- Print a Hearing Outreach form. This form will record number of copies made and mailings sent for hearing and hearing reports. Be sure to have everyone working on the hearing fill this form during the hearing process and make any additional notes, as necessary. This is very important. The number of copies and mailings sent will help measure the cost of the hearing.
- Print a Legislator Outreach form. (This form should be adjusted to reflect local legislators before printing.) Contact legislators approximately one-two weeks after initial mailing goes

out. This call serves as a reminder of the hearing. Also, request addresses for local organizations and individuals they believe might be interested in attending the hearing.

- Mailing should be mailed approximately five weeks before the hearing date.

Letters:

- Letters should be printed on Commission letterhead.
- The ‘Dear Friend’ letter should be used for organizations and individuals. Make one final copy with the Executive Director and Chair’s signatures and make copies from this original.
- Legislators and appointing authorities should receive a ‘Dear Legislator’ letter. It should be slightly different than the ‘Dear Friend’ letter. These letters should all be personalized - the person’s individual name should be on each letter. This can be accomplished through mail merge.

Flyer:

- The flyer advertising the hearing should be simple and easy to read.
- Print flyer on colored paper.

Media:

- Find newspapers, radio, and cable access stations in the area by looking online, in the yellow pages.
- Send Calendar Notices to monthly newsletters as soon as you have a date, location, and time. You will need to use a short description of the event for on-line postings, for example: “The Massachusetts Commission on the Status of Women is hosting a series of public hearings to listen to the concerns of women and girls in Massachusetts. Come talk to the Commissioners about your concerns.”
- Write Press Release, Calendar Notice, and Public Service Announcement.
- Send Press Releases, Calendar Notices, and Public Service Announcements to daily/weekly publications and radio stations 2 weeks before the hearing.
- If there will be translators at the hearing it is important to send media outreach to newspapers published in that language.
- One week before the hearing follow up with city editors that you’ve sent Press Releases to. Offer to give them names and contact information of the Executive Director, Commission Chair, and commissioners from the region of the hearing for a possible interview.

Paid Advertisements:

- Decide if there is a budget to allow for advertising.
- We typically advertise in the main newspaper in each “city” within the area covered by the hearing outreach (cities are marked with a star on the state map).
- If there will be translators at the hearing, it is important to advertise in a newspaper with that language and mention translation in the ad.
- Talk to the advertising departments at the various papers to find out rates, ad sizes, and deadlines.

- Create the advertisement using Word or PageMaker.

Refreshments and Catering:

- If catering needs to be ordered please do so in advance, have a contact persons name and make sure the catering company has a vendor number with the Commonwealth of Massachusetts.

Translators:

- Speak to the person at the hosting location about language needs for the area and suggestions for places to hire translators.
- Tell the translator to be at the hearing location 30 minutes before it starts.

After the Hearing:

- Go through the photos on the digital camera. Rename each so the people in the photo can be identified. Delete photos that are not useable. Resize images for placement on website (photos should be approximately 3” wide for the web).
- Input the names of hearing participants not already in the database into the database under ‘Individuals.’
- Contact newspapers that published stories about the hearing and request a copy of the article. (Sometimes getting them to send a hard copy is a chore, but articles can often be found online.)
- Send a thank you letter to any legislators who attended.
- Send a thank you note to the person in charge of the hosting location.

Writing the Hearing Report:

- The goal is to have the hearing report distributed within a month of the hearing.
- Decide who you will send the hearing report to, i.e. to legislators, individuals who attended, etc.

APPENDIX K

ADVOCACY SCHOOL PACKET

Includes:

- Agenda
- Names of Legislative District Chairs, addresses, etc.
- Description of Adopt-A-Senator Project
- Our System
- Legislative Information Flyer
- List of Legislative Officers and Standing Committees
- District map
- Questions and Answers – Citizens Participation at the Legislature
- Graphic of the Legislative Process
- Glossary of Terms
- List of phone numbers – to get up-to-date information
- Brochures from Legislature
- Adopters packets include copies of their own Senator’s “Profiles” pages

ADVOCACY SCHOOL PLANNING AGENDA

ADVOCACY SCHOOL

Date and time

1:00pm	Introductions and Background
1:20pm	How the System Works
	Hallmarks of Legislature
	The Staff of the Legislature
	Leadership Positions in the Legislature
2:00pm	Break
2:45pm	A role-playing game demonstrating the realities of decision-making in the Legislature
3:45pm	Advocacy
	Preparations
	Strategies
	Techniques
4:15pm	Legislative Action
	In the Coalition for Women
	Weekly Publication: Legislative ALERT
	Adopt-a-Senator Project
	Women’s Legislative Caucus & Agenda
4:45pm	Special Session, Adopters Only

APPENDIX L

SAMPLE MEDIA ADVISORY #1

For Immediate Release --- Media Advisory

Media Contact: Linda Brantley, 617-626-6520

WHAT: The Massachusetts Commission on the Status of Women
will hold a Press Availability to release:

Real Cuts – Real People – Real Pain
The Effects of the Fiscal Crisis
on Women & Girls in Massachusetts

Prepared By:
The Massachusetts Budget and Policy Center

This comprehensive report examines the effects of changes in access to education and higher education, job training, child care, health care and other government services on the economic security and life opportunities of Massachusetts' women and girls. It contains data of use to nearly every segment of society and the MCSW believes the results will contribute significantly to the public debate about future options.

WHEN: Tuesday, December 7, 2004

WHERE: Massachusetts State House
The Great Hall, 10:00 – 10:30 a.m.

WHO: The purpose of the Massachusetts Commission on the Status of Women is to advance women toward full equality in all areas of life and to promote rights and opportunities for all women. The Commission exists to provide a permanent, effective voice for women across Massachusetts. Part of the Massachusetts Commission on the Status of Women's (MCSW) mission is to study and report on the Status of Women in Massachusetts.

To RSVP or for more information please contact the MCSW at 617-626-6520 or email mcsw@state.ma.us.

APPENDIX M

SAMPLE MEDIA ADVISORY #2

WHAT: MCSW's First Annual Eleanor Roosevelt Unsung Heroine Award Luncheon
WHEN: Thursday, April 29, 2004
11:45 a.m.-2:00 p.m.
WHERE: *Fairmont Copley Plaza Hotel*
WHO: Sponsored by:
The Massachusetts Commission on the Status of Women
Featuring:
Susan Roosevelt-Weld 12:10
Eileen McNamara 12:40
Honoree Recognition 12:55-1:25

This event will honor Gloria Torres of Springfield, Isabel Melendez of Lawrence and West Roxbury Friends of Rosie's Place for their tireless work on behalf of the women of the Commonwealth. The program will highlight the need to recognize the work that women are doing to help others across the state.
For more information contact:

Linda Brantley, MCSW Executive Director, 617-626-6520

APPENDIX N

SAMPLE PRESS RELEASE #1

Press Release
Contact: Linda Brantley
For Immediate Release

WOMEN ARE VETERANS TOO: EVENT TO HONOR MASSACHUSETTS WOMEN

Over 1.6 million women veterans have courageously served the United States, and compose 7 percent of the entire veteran population. Over 28,000 women veterans reside in Massachusetts and over 2,000 Massachusetts women are currently serving active duty. Women represent the fastest-growing group of veterans in the United States, and make up 15% of the current active duty population.

To honor the sacrifice, bravery and dedication these women have shown, the Massachusetts Women Veterans' Network and the Massachusetts Commission on the Status of Women will host the first, "Women Are Veterans Too!" ceremony on November 10, 2005, from 10:30-11:30 a.m. in the State House's Nurse's Hall. The event is free and open to the public.

Featured speakers include, Lillian Eaton, president of the Governor's Advisory Committee on Women Veterans; Captain Margaret Oglesby, of Southbridge Unit 747 of the Massachusetts Army National Guard; and Commander Joan O'Connor, retired Navy veteran.

"Join us to honor the long line of Massachusetts women who have served their country. In May 1782, Deborah Samson was one of the first women to serve in combat by disguising herself as a man to join the 4th Massachusetts Regiment during the Revolutionary War. Today, women need not disguise themselves in order to serve with distinction and honor in the military. The Women Are Veterans Too! event will celebrate the service of women veterans from World War II through Operations Enduring and Iraqi Freedom," said Heidi Kruckenberg, Women Veterans' Coordinator at the WVN.

The Outstanding Woman Veteran Award will be presented to former Army nurse, Alice Morrison of Needham, MA, and former Army combat medic, Belinda Kaye Yoon of Brockton, MA. Nominations were collected from across Massachusetts. This year's recipients were reviewed based on military service, contributions to their community, and veterans' organizations.

"The MCSW is pleased to co-sponsor this event to highlight the many contributions of females in the military. There have never been more women serving their country in so many different capacities. We felt that adding our event to those held around Veterans' Day that traditionally include primarily male soldiers would be valuable in elevating the role, service, and sacrifices being made by women in today's military," said Linda Brantley, Executive Director of the MCSW.

The Massachusetts Commission on the Status of Women is an independent state agency that was legislatively created in 1998 to advance women of the Commonwealth to full equality in all areas of life and to promote their rights and opportunities. The Commission consists of 19 volunteer commissioners who are drawn from diverse, professional, ethnic and geographical backgrounds.

The Women Veterans' Network of the Massachusetts Department of Veterans' Services, established in 1997, acts as the central resource for women veterans in Massachusetts. The Women Veterans' Network has a database of 12,000 women veterans who receive a biannual newsletter with information on benefits, programs, and events for women veterans.

APPENDIX O

SAMPLE PRESS RELEASE #2

Press Release
Contact: Linda Brantley
For Immediate Release
617-626-6520

WOMEN'S ISSUES EXPERT SPEAKERS AVAILABLE FROM MCSW

Looking for an outstanding speaker on women's issues to address your next meeting or event? Contact the Massachusetts Commission on the Status of Women's Speaker's Bureau. This free resource features nearly 20 dynamic and expert Commissioners and staff of diverse professional, ethnic and geographical backgrounds, who are available to speak on a variety of topics that impact women. Commissioners can speak to issues of concern to MCSW such as the status of women in MA, health care, education, violence, immigration, pay equity, aging and women's rights and more.

The mission of the MCSW Speaker's Bureau is to inform and educate the women of Massachusetts, raise awareness of women's issues, and strive for positive change for women in the Commonwealth.

Previous speaking engagements have included: the AAUW Spring Conference, Women Leaders in Higher Education, Sturbridge Women in Business, Worcester National Pay Equity Day, Holy Cross Women's and Gender Studies Awards Ceremony, the Peabody Chamber of Commerce's Mary Upton Ferrin Women's Award Breakfast, the Older Women's League of Boston, the Berkshire and Merrimack County Chamber of Commerce. The MCSW will work with your organization to tailor its presentation to your needs.

Speakers are free of charge, although tax deductible donations to the MCSW are always welcomed to help subsidize MCSW's operating and special project expenses. For more information on requesting a speaker, reservation forms can be found on the Commission's website:

www.mass.gov/women or by calling 617-626-6520.